

REAP Actions and Indicators: HR Deliverables for 2021 Calendar Year

Section #	ACTION	INDICATORS	COMPLETION STATUS
Hiring and Recruitment			
1.1.1	Assess current conditions and barriers that impede: (1) potential applicants' ability to competitively apply to available positions, and; (2) disallows current, competitive employees to apply.	Barriers assessment is completed	In progress
1.1.3	Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment.	Policy is created, implemented, and reviewed annually to maximize results	In progress Policy has been drafted. Original implementation date in 2023.
1.2.3	Simplify and standardize job descriptions and qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education, and professional experiences.	Job descriptions display consistent and inclusive language; Candidate pool is increasingly diverse and from a variety of sources.	In progress
1.3.3	Disrupt employment patterns relying on a 'feeder model' that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District's	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	In progress and ongoing
1.4.4	Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	Tool created and implemented; # of applicants increased; Increased assistance to job seekers	DHR action Items: Smart Recruiter Applicant Tracking System
1.4.9	Improve communication between Merit and candidates to ensure support for those who need to document qualifications. Minimize documentation requests.	New templates for letters; establish internal process to address candidate questions; track candidate demographic data on who is asked for documentation	In progress Ongoing workshops and 1:1 coaching for BOPIC TEX candidates who are DPH employees & contractors
Retention & Promotion			
2.1.1	Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/ disability, etc.	Tracking mechanism implemented; Demographic data analyzed	In progress
2.1.4	Offer/Clarify additional benefits and compensation	Compensation, paid sick leave, and flex time benefits assessed and easily accessed; Increased employee awareness of additional benefits	In progress Management workshops offered bi-weekly
DPH add (relates to 2.1.4)	Track discretionary leaves and denials	PTO policy is annually approved; # of staff taking PTO increases	In progress
2.2.1	Conduct annual internal reviews of salary standards for key classifications to ensure parity.	Pay inequities will reduce over time	Done Payroll completed analysis of pay premiums and shared data with Operations
2.3.3	Develop a process for "acting/interim" roles to avoid staff working these roles for extended periods of time without compensation and to also ensure an equal opportunity for all eligible staff to professionally benefit from an interim role.	Acting/Interim staff process included in internal policies/processes; Increased awareness of process for acting/interim staff	In progress Policy for rotation of Interim/Acting roles assignment has been drafted and piloted with 1 DPH team
DPH add	Develop process during onboarding to universally inform all new hires about the possibility of Appointment Above Entrance (AAE)	All DPH new hires are aware of AAE, and eligible new hires receive AAE. Increase in AAE for eligible employees.	In progress Standard process has been drafted
2.3.4	Internally investigate key classifications with "drop-offs" in employee diversity	Reversal of diversity drop-offs in 182X classifications	Done
2.3.5	Revisit classifications that "dead-end" employees	Identify "dead-end" classification and revise	Done
Discipline & Separations			
3.1.2	Track separations and analyze subsequent disaggregated data	Create tracking mechanism; Analyze data annually	In progress Initial analysis completed and data added to DEI dashboard. Need deeper analysis for which we first need to collect data effectively/uniformly.
3.2.2	Train managers on core management responsibilities to identify and address conduct or performance issues at the lowest level possible. This would include training managers to identifying disrespectful and bullying behavior and interpersonal conflict on their teams before it escalates to HR.	Reduction in # of disciplinary causes/discrepancy of cases by demographic	In progress PDT is developing a management training. LR staff helped develop some training content.
Mobility & Professional Development			
5.2.1	Track professional/skill development and assess annually, targeting underrepresented staff of color	Adopt a tracking system and analyze annually; # of staff utilizing professional development	In progress. Data analysis complete & strategy in place to target unrep managers for 2 key Management trainings.
5.2.1	Develop annual performance evaluation for all staff and highlight advancement opportunities	Annual (not bi-annual) performance evaluation program to all staff	Done
5.3.5	Respect religious and cultural practices of employees	Improvement in staff satisfaction and rating of manager respect on staff engagement	In progress Ongoing workshops + will add specific questions in upcoming 2021 EE survey to measure staff satisfaction.